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12 Dec 55

SENIOR STAFF MEETING

AGENDA

Director's Conference Room
Room 214
Administration Building

MONDAY, 12 DECEMBER 1955

Christmas and New Year's Holiday Duty
Requirements

MR. DULLES

Comments on Exit Interview Reports

MR. DULLES

25X1 Discussion of
Agency Training Policy

GEN. CABELL

Observations of an Employee

GEN. CABELL

Final Report on Consolidated Charities
Fund Drive

(MR. REYNOLDS)

Discussion of New Regulations on Personnel
Assignment and Promotion Policies

(MR. REYNOLDS)

SC-M-72

STAFF CONFERENCE

Minutes of Meeting Held in Director's
Conference Room, 214 Administration Building
Monday, 12 December 1955

Mr. Dulles Presiding

General C. P. Cabell, Deputy Director
Robert Amory, Deputy Director for Intelligence
Frank Wisner, Deputy Director for Plans
Col. L. K. White, Deputy Director for Support
Lyman Kirkpatrick, Inspector General
Richard Bissell, Spec. Asst. to the Director for Plans & Coordination
Harrison G. Reynolds, Director of Personnel
Matthew Baird, Director of Training

25X1 [redacted] for Assist. Director for Communications
Executive Assistant to the Director
Assistant to the Director

25X1 [redacted] Assistant to the Director
25X1 or [redacted], Assist. to the Director
Special Support Assist. to the Dep. Dir. for Support
25X1- Dr. James Andrews, Assist. Director for Central Reference

James Angleton, Chief, CI Staff, DD/P
George Aurell, Chief, Far East Division

25X1 [redacted] Chief, [redacted]
25X1 [redacted] Chief, Planning and Program Coord. Staff
25X1 [redacted] Chief, Western European Division
25X1 [redacted] for Chief, Eastern European Division
Geo. Carey, Assistant Director for Operations
Col. Sheffield Edwards, Director of Security

25X1 [redacted] Assist. Director for Basic Intelligence
Auditor-in-Chief
for Director of Logistics
Chief, Technical Services Staff

25X1 [redacted], Chief, Near East and Africa Division
Dr. Otto Guthe, Assist. Director for Research and Reports
Richard Helms, Chief of Operations, DD/P
Lawrence Houston, General Counsel

Dr. Sherman Kent, Assist. Director for National Estimates
Col. J. C. King, Chief, Western Hemisphere Division

25X1 [redacted] Deputy Director for Support
Chief, Soviet Russia Division

Cord Meyer, Chief, [redacted]
Walter Pforzheimer, Legislative Counsel
Norman Paul, Office of Legislative Counsel

25X1 [redacted] Chief, Southeast Europe Division
Kermit Roosevelt, Asst. Dep. Dir. for [redacted]

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[redacted] for Comptroller
[redacted] for Assistant Director for Scientific Intelligence
Huntington Sheldon, Assist. Director for Current Intelligence
25X1 [redacted] Chief, Foreign Intelligence Staff
Dr. John Tietjen, Chief, Medical Staff
25X1 [redacted] Deputy Director of Personnel
25X1 [redacted] Office of DD/I
25X1 [redacted]

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1. DUTY REQUIREMENTS ON THE CHRISTMAS AND NEW YEARS' HOLIDAYS

Mr. Dulles opened the meeting by reading the proposed Christmas greetings he planned to send to Headquarters and Overseas personnel and asked if there were any comments or suggested addition to these greetings. No comments were offered. Mr. Dulles then called on Col. White to restate the duty requirements for the Xmas and New Year holiday period. Col. White noted that the policy for the Saturdays before Xmas and New Years called for regular normal Saturday duty as outlined in CIA Regulation [redacted] 25X1 He stated that if some of the respective offices felt that they could permit a few more people to be off duty than normally worked on Saturday this was permissible but that such personnel should be on a stand-by status at home. Mr. Amory commented that the Supreme Soviet was scheduled to be in session during Christmas inasmuch as their Christmas does not conform with ours. As a result, Mr. Amory stated that quite a few people would have to be on duty in DD/I to receive information emanating from the Supreme Soviet session.

2. EXIT INTERVIEW REPORTS

1.3(a)(4) Mr. Dulles stated that he and Gen. Cabell and Mr. Kirkpatrick have been studying recent exit interview reports of departing personnel with some concern. Mr. Dulles stated that he was alarmed over the inroads that business is making on our personnel. He has noted that a relatively high percentage of departing personnel have indicated that they are leaving the organization in order to better themselves financially in private business. He pointed out that Mr. Kirkpatrick and Mr. Helms have jointly prepared a memorandum on this subject in which it is stressed that it is the primary responsibility of all supervisors in the Agency to prevent the loss of personnel for various reasons. Mr. Dulles noted that he will support any legislation to raise salaries in the higher categories and he wished to have brought to his attention cases of valuable employees who are planning to leave the Agency for one reason or another. He stated that he would be happy to take whatever personal action he could to properly encourage and hold good employees. Mr. Wisner commented that it had been his observation that our greatest friends, admirers and supporters on the outside in various businesses are the greatest poachers of our personnel. Mr. Amory suggested that some relief might be given if the Agency would raise its artificial and arbitrary ceiling on super-grades. Col. White replied that there is currently a study being made on this very subject although the Bureau of the Budget in preliminary discussions of this matter were somewhat discouraging. However, Col. White recommended that the Agency go ahead and raise to [redacted] the number of super-grades positions in the Agency. He noted that such a raise would have to be thoroughly justified. Mr. Kirkpatrick stated that statistically we have a complete turnover of personnel once every seven years. He believes that the problem of attrition has to be licked at the Division and Branch level with all supervisors doing their utmost to see that personnel are happy in their work. Mr. Kirkpatrick highly recommended an excellent "Middle Management" course which has been developed by the Office of Training. Mr. Dulles closed the discussion on this problem by asking that all Division Chiefs again

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bring this matter to the attention of all key people in the Divisions and then see to it in the future that contemplated losses of valuable employees are promptly brought to the attention of the respective Deputy Directors and the Director.

3. AGENCY TRAINING POLICY

General Cabell read [] dated 29 October 1955 entitled, "Agency Training Policy" wherein it is specified that 5% of the personnel of each Headquarters component should be undergoing formal training at any given time. General Cabell stated that all questions and problems which have come to his attention in connection with the Agency policy on training have been minor questions. He urged everyone present to pay less attention to minor details and more attention to the policy behind the Notice. General Cabell stated that he would like to see all components of the Agency get on to the main purpose of the Notice which is to see that our people are better trained. [] commented that the Office of Logistics has a large portion of personnel who are drivers and service people who would not need or require training. He pointed out that this factor makes it difficult for the Office of Logistics to maintain in a training status at all times 5% of their overall total of employees. Col. White replied to this point that he believed this problem could be worked out within the framework of the overall DD/S Table of Organization. Col. Baird noted that thus far it did not appear that any component was having too much difficulty in maintaining 5% of its personnel in a training status inasmuch as his studies reflect that the average overall enrollment in training is now 8% of personnel on duty.

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4. COMMENTS ON THE DEVELOPMENT OF CIA IN THE PAST FEW YEARS

General Cabell read a memorandum prepared by [] of the Medical Staff who had just recently returned from a Far Eastern tour. In this memorandum [] set forth his observations based on 5 years' experience with the CIA both in Washington and abroad. In general, [] states that he has observed a growing up and maturing of CIA personnel who at one time, particularly in the field, seemed to be generally confused and unsure of their ultimate aims and objectives. He believed that a great deal of the improvement in the attitudes and behavior of CIA personnel abroad resulted from a narrowing of sights and better direction from Headquarters during this period of time. A copy of [] memorandum is attached to these notes. Upon completion of General Cabell's reading of []'s memorandum Mr. Dulles noted that this was a most interesting report and suggested that copies of it be circulated to supervisory personnel. Mr. Wisner commented that he agreed with the report and most of the recommendations contained in it, and noted that he is already circulating copies of it to key supervisors.

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5. NEW REGULATIONS ON PERSONNEL AND PROMOTION

Mr. [Reynolds] announced that there would shortly be issued a new regulation covering personnel promotion and reassignment policies. It is the intent of the proposed regulation to give greater flexibility in promotion and reassignments, particularly in the higher grades. The regulation will provide that an individual can be promoted to a grade above that of the T/O slot he occupies as long as the promotion is within the overall number of career service positions in that category of grade. Such promotions will be based on merit and competitive evaluation with other individuals in his career service. Mr. [Reynolds] noted that this will be an exceptional action and not the norm. However, it will provide flexibility in rewarding merit in cases of outstanding employees who we wish to keep on a particular assignment wherein the T/O slot would normally block the individual's promotion.

6. CONSOLIDATED CHARITIES DRIVE

Mr. [Reynolds] rendered a final report on the Agency's Consolidated Charities drive reflecting that \$100,793 had been collected. This is opposed to a quota for the Agency which had been set at \$70,000 based on past experience in various charitable campaigns. Mr. [Reynolds] noted that every office in the Agency had exceeded its quota generally by a rather considerable margin.

7. NEW CHIEF OF FAR EAST DIVISION

Mr. Dulles greeted [] recently returned Chief of Station, [] and announced that [] would be taking over as Chief of FE Division upon completion of home leave. Mr. Dulles noted that [] present Chief of FE Division, was departing about the 1st of February for an important overseas assignment.

Mr. Dulles then closed the meeting with Christmas and New Years greetings to all.